

SHARED-SITE INTERGENERATIONAL PRESCHOOL:
A FEE-FOR-SERVICE PROGRAM MODEL FOR THE JEWISH COUNCIL FOR THE
AGING OF GREATER WASHINGTON

by
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requirements for the degree of Master of Arts in Public Management

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Abstract

The mission of the Jewish Council for the Aging of Greater Washington, Inc. (JCA) is to provide programs and services that support older adults and their families and build bridges across generations. The ability of JCA to make positive progress towards that mission will be put to the test in the years to come due to the projected rise in the population of older adults, the rise in rates of senior isolation and loneliness, and the limited scope of JCA's fee-for-service revenue streams. At the same time, Montgomery County, Maryland is facing a crisis of kindergarten readiness in which 51% of all students are entering kindergarten behind grade level. These concurrent challenges create a need for programs that engage older adults to reduce loneliness and for programs that provide quality early childhood education opportunities for preschool-aged children. Shared-site preschools have the potential to address both of these challenges by placing childcare facilities inside of adult care centers, providing benefits to both generations.

This capstone recommends a proposal that JCA create and run a shared-site preschool co-located with the Kensington Club Adult Day Center in Rockville, Maryland. Utilizing the intergenerational expertise of the JCA Interages Center, this program would provide a unique preschool experience to young children in Montgomery County, provide a sense of purpose to Kensington Club participants, provide valuable job training and experience to JCA's Senior Community Service Employment Program interns, and generate fee-for-service revenue for the organization. This proposal achieves several of the strategic priorities identified by JCA's Executive Committee, most notably diversifying and growing funding sources through fee-for-service revenue and expanding efforts to increase engagement across generations. The shared-site preschool program proposed in this capstone is an efficient and politically popular way to meet the needs of the youngest and oldest generations in Montgomery County.

Advisor: Paul Weinstein

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To: Norman Goldstein; President, Jewish Council for the Aging of Greater Washington
From: Meghan Fitzgerald, JCA Interages Program Coordinator
Date: May 6, 2019
Re: shared-site intergenerational preschool to increase fee-for-service funding, decrease risks of senior isolation and increase kindergarten readiness in Montgomery County

Action Forcing Event

In his recently released book “How to Live Forever”, author and intergenerational thought-leader Marc Freedman makes the case for strengthening communities by connecting generations. Speaking to his tenure leading Experience Corps, an organization that mobilizes adults over age fifty as literacy volunteers in schools, Freedman describes how “that mysterious love between generations had profoundly practical effects when it came to changing the culture of schools and neighborhoods”.¹ Impact evaluations of their programs found that “students who worked with Experience Corps members scored *60 percent* better than peers” on the literacy skills of reading comprehension and sounding out new words.² According to Freedman, the future of intergenerational programs lies with the inventors, integrators and infiltrators who seek to disrupt the status quo of generational separation with imaginative programs that unite the oldest and youngest in society.³

Statement of the Problem

Challenges for the Jewish Council for the Aging (JCA)

The JCA board has identified diversifying and growing funding sources as a strategic priority, as “government funding for senior services is not keeping pace with the growing needs of an aging population, and the philanthropic environment is becoming more challenging.”⁴ Nell Edgington, a leading nonprofit consultant, identifies a crucial aspect of nonprofit sustainability as

¹ Marc Freedman, *How to Live Forever, the Enduring Power of Connecting Generations* (New York: Public Affairs, 2018), pp. 76.

² Freedman, 71.

³ Freedman, 85.

⁴ JCA Board of Directors, *Strategic Plan of January 1, 2019 through December 31, 2021*. December 18, 2018. Accessed from <https://accessjca.org/wp-content/uploads/brochure-web-2.pdf>.

the ability to attract the right kind of funding to meet mission requirements, she states, “you have to be strategic (not reactive) about how money flows to the organization (fundraising, government grants, earned income). It might be that you focus solely on private sources, or you may have a mix of government and earned sources. But your financial model must align with your core competencies and your mission.”⁵ JCA currently relies heavily on federal, state and county grants as a main source of funding; the increase in matching requirements from government grants,⁶ as well as the restricted nature of this type of funding, poses a risk to the sustainability of the organization. Diversifying funding sources by attracting new, younger individual donors and by adding fee-for-service programs is one way to ensure the sustainability of JCA’s programs.

Increasing unrestricted funding through fee-for-service programs will help JCA’s organizational sustainability. Grantmaker Kevin Star of the Mulago Foundation explains that “unrestricted money makes an organization work smoothly, enables innovation, and provides fuel for growth. It unlocks potential and allows people to get down to business and do what they’re best at. It makes it possible for great organizations to weather crises without losing momentum.”⁷ Reliance on restricted government grants limits the growth potential of JCA programs, and hinders the resiliency of the organization overall.

Challenges for Older Adults: Social Isolation

The population of adults over age sixty-five in the county is projected to grow by almost 70% from 2015 to 2040, when an estimated 17% of Maryland’s population of older adults over age sixty-five is expected to live in Montgomery County.⁸ For the first time in US history, by the

⁵ Edgington, Nell. *What is Nonprofit Sustainability*, Social Velocity, March 9, 2017, accessed from <https://www.socialvelocity.net/2017/03/09/what-is-nonprofit-sustainability/>.

⁶ Cohen, Rick. *Government Contracting and Payment Practices: Lingering Problems for Nonprofits*. Nonprofit Quarterly, December 6, 2013.

⁷ Starr, Kevin. *Just Give ‘Em the Money: The Power and Pleasure of Unrestricted Funding*, Stanford Social Innovation Review, August 3, 2011.

⁸ Montgomery County Commission on Aging, *Annual Report 2017*, Created by the Montgomery County Department of Health and Human Services, March 2018, <https://www.montgomerycountymd.gov/HHS-Program/Resources/Files/2017%20COA%20ANNUAL%20REPORT.pdf>.

year 2035, older adults over sixty-five will outnumber children under eighteen.⁹ This booming population of older adults will bring with it a plethora of challenges for Montgomery County.

One challenge that is increasingly being acknowledged as a threat to public health is the impact on health from feelings of loneliness and social isolation. This is an issue that impacts the mental and physical health of all citizens but especially seniors; a recent study from the AARP Foundation found that 35% of adults over the age of forty-five self-report feeling lonely.¹⁰

Isolation is defined by the AARP Foundation as “the experience of diminished social connectedness stemming from a process whereby the impact of risk factors outweighs the impact of any existing protective factors. A person’s lack of social connectedness is measured by the quality, type, frequency, and emotional satisfaction of social ties”.¹¹ Social isolation might be experienced by different people in different ways, but factors that contribute to experiencing it include lack of accessible transportation, health problems that limit mobility, untreated hearing loss, dementia, major life changes, age/racial discrimination, and the geography of home/proximity to others.¹² It can be defined and measured two ways, subjectively and objectively. Subjective isolation relates to how someone perceives their experiences and is related to the quality of a person’s relationships, while objective isolation can be measured outside of perception, by presence of risk factors and size of social networks.¹³

Social isolation not only affects the mental health of those who experience it, but it affects physical health as well. A study conducted by the AARP Foundation found that prolonged social isolation had the same health effects as smoking fifteen cigarettes per day, and that

⁹ Iriondo, Julie, Jordan, Jewel. *Older People Projected to Outnumber Children for First Time*, Census.gov, March 13, 2018. Accessed from: <https://www.census.gov/newsroom/press-releases/2018/cb18-41-population-projections.html>

¹⁰ Ducharme, Jamie, *One in Three Older Americans is Lonely. Here’s What Can Help*, TIME Magazine, September 24, 2018, accessed from <http://time.com/5404616/older-adults-loneliness/>.

¹¹ Elder, Katie and Retrum, Jess. *Framework for Isolation in Adults Over 50*, AARP Foundation, May 30 2012, pp. 2.

¹² Emily Gurnon. *Loneliness: A Growing Health Threat for Older Adults*, Forbes, December 25, 2016.

¹³ Elder & Retrum, *Framework for Isolation in Adults Over 50*.

Fig 1. Additional Medicare Spending due to Social Isolation

loneliness increases the risk of death for older adults from twenty-six to forty-five percent.¹⁴ In fact, studies conclude that social isolation and loneliness contribute to an additional \$6.7 billion in Medicare spending each year, more than the additional monthly cost of arthritis.¹⁵

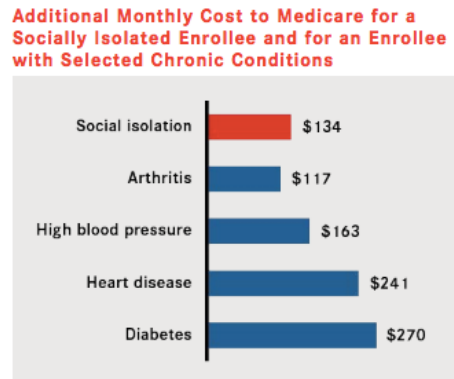


Figure 1. Additional Medicare Costs Due To Social Isolation¹⁶

While researchers continue to study the negative effects of social isolation, communities across America are becoming increasingly segregated by age.¹⁷ Older adults often live alone or in age segregated retirement communities or assisted living facilities, where they do not have the opportunity to interact with other generations; one study found that almost one-third of adults over the age of fifty-five live in communities of people exclusively fifty-five and older.¹⁸ This segregation contributes to feelings of isolation, and breaks from the historical American tradition of intergenerational living.

Challenges for Children: Kindergarten Readiness

At the same time that the county is facing challenges to older adults, Montgomery County is facing a crisis of kindergarten readiness. County sponsored studies have found that

¹⁴ Castillo, Charlotte. *AARP Foundation Draws Attention to Social Isolation with the Launch of Connect2Affect*. AARP Foundation, December 7, 2016.

¹⁵ Flowers, Lynda, Houser, Ari, Noel-Miller, Claire. *Medicare Spends More on Socially Isolated Older Adults*. AARP Public Policy Institute, November 27, 2017. Accessed from <https://www.aarp.org/ppi/info-2017/medicare-spends-more-on-socially-isolated-older-adults.html>.

¹⁶ Flower, Lynda et. All, "Medicare Spends More on Socially Isolated Older Adults". AARP Public Policy Institute.

¹⁷ Freedman, Marc and Stamp, Trent. *Can the Fight Against Age Segregation Unite Us?* Next Avenue, June 21, 2018. Accessed from <https://www.nextavenue.org/fight-age-segregation/>.

¹⁸ Freedman, Marc and Stamp, Trent. *The U.S. Isn't Just Getting Older. It's Getting More Segregated by Age*. Harvard Business Review, June 6, 2018. Accessed from <https://hbr.org/2018/06/the-u-s-isnt-just-getting-older-its-getting-more-segregated-by-age>.

51% of all children entering kindergarten are below grade level; this number raises to 70% of children from low-income families and 74% of English Language Learners.¹⁹ Exacerbating this challenge is the fact that population of children in the county is also on the rise; children under the age of six currently account for 7% of the county's total population but that percentage is projected to increase.²⁰ As the population of children increases, so will the number of students who enter kindergarten below grade level.

Starting in the 2014-2015 school year, the Maryland State Department of Education began using a new kindergarten readiness assessment tool to define kindergarten readiness in Maryland.²¹ The tool measures the skills of incoming kindergarteners in the areas of language and literacy, mathematics, social foundations and physical well-being/motor development. It places incoming students into one of three categories: demonstrating readiness, approaching readiness and emerging readiness. The state has found that children who fall into the “approaching” and “emerging” readiness categories generally require interventions and extra assistance in order to achieve success during their kindergarten year.²² These categorizations are not only correlated with academic struggles, but are also an indication of poor social and learning skills. Children who do not have proficient social and learning skills are at a higher risk of facing social rejection as well as lower academic achievement.²³ The academic and social effects of starting school in the approaching or emerging readiness categories goes beyond elementary school and are long-lasting. In fact, “children with low learning-related skills at kindergarten scored significantly lower on reading and math than children with high learning-related skills between kindergarten

¹⁹ Montgomery Moving Forward, *Call to Action: Early Care and Education*, January 4 2018, <https://www.nonprofitmoco.org/wp-content/uploads/2018/01/MMF-Call-to-Action-Early-Care-and-Education-Jan2018.pdf>, pp. 1-2.

²⁰ Otero Strategy Group. *Montgomery County Early Care and Education Strategic Plan 2017*, 2017, accessed from <https://www.montgomerycountymd.gov/HHS/Resources/Files/Reports/ECStrategicPlanfinal.pdf>.

²¹ Maryland State Board of Education, *Readiness Matters!*, accessed from <https://files.eric.ed.gov/fulltext/ED572305.pdf>.

²² Ibid.

²³ McClelland, Meghan M., Acocck, Alan C., Morrison, Frederick J. *The impact of kindergarten learning-related skills on academic trajectories at the end of elementary school*. Early Childhood Research Quarterly, 2006.

and sixth grade, with the gap widening between kindergarten and second grade”.²⁴ These impacts persist through the school years and into adulthood, as lack of readiness is correlated to higher rates of negative health outcomes later in life.²⁵

Lack of formal early childhood education has a profound impact on kindergarten readiness; low-income children in Maryland who attended a public pre-K program entered kindergarten with higher readiness scores than their peers at the same income level who did not attend a formal pre-K program.²⁶

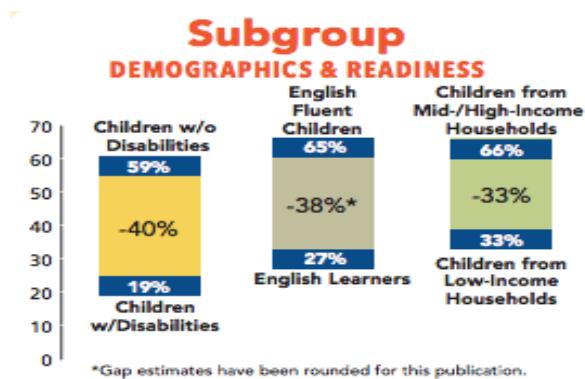


Figure 2. Subgroup Demographics and Kindergarten Readiness Gaps in Montgomery County

According to the most recent Readiness Matters report from the ‘18-‘19 school year, as shown in the above chart, in Montgomery County children from low income families were 33% less likely, children who were English Language Learners were 38% less likely, and children with a disability were 40% less likely to enter kindergarten demonstrating readiness than their peers without these risk factors.

Although kindergarten readiness is marginally higher in Montgomery County than the rest of the state, the achievement gaps for English Language Learners, for children from low-

²⁴ Ibid, 482-483.

²⁵ Pagani, Linda S., Fitzpatrick, Caroline. *Children’s School Readiness: Implications for Eliminating Future Disparities in Health and Education*. Health Education and Behavior, 2014, Volume 41(1) 25-33.

²⁶ Maryland State Board of Education, *Readiness Matters!*, 2018/2019 school year. Accessed from https://earlychildhood.marylandpublicschools.org/system/files/filedepot/4/2018-19_rm_book.pdf.

income families, and for children with disabilities are higher in Montgomery County than they are state-wide.²⁷

State studies have found that enrollment in a preschool program is positively correlated with higher rates of kindergarten readiness.²⁸ While trying to determine why families do not enroll their children in preschool programs, the Maryland Family Network found that 42% of Montgomery County parents cited cost as the primary reason their children were not enrolled.²⁹ Affordability of quality preschool programs is a primary contributor to the increasing number of children entering kindergarten categorized as approaching or emerging readiness.

History/Background

JCA

The board and employees at JCA work constantly to diversify funding sources to ensure the financial sustainability of the organization. According to data compiled from the published annual reports, the three main sources of funding for JCA have historically been grants, philanthropy and fee-for-service revenue, as shown in the chart below picturing JCA's funding from 2014-2018:³⁰

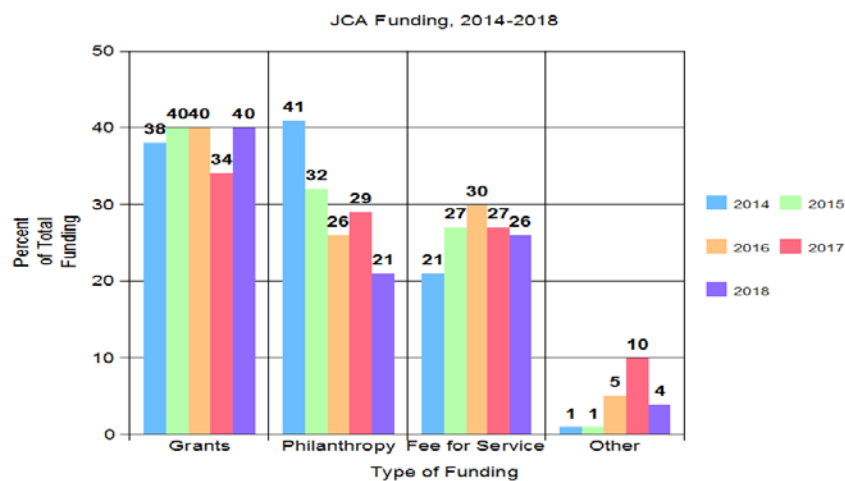


Figure 3. JCA Funding Source by Year, '14-'18

²⁷ Ibid, 32.

²⁸ Ibid, 2.

²⁹ Otero Strategy Group, *Montgomery County Early Care and Education Strategic Plan 2017*.

³⁰ JCA, *Publications*, Annual Reports 41-45, accessed at <https://accessjca.org/publications/>.

This graph shows how the percentage of total revenue comprised of fee-for-service has fluctuated over the past five years, with its highest percentage seen in 2016. Fee-for-service revenue is comprised of some transportation services, adult day centers, senior employment programs, Interages programs and rental income from a lessee³¹. During 2016, the year with the highest percentage of fee-for-service revenue, participant days at the Misler Adult Day Center increased 15 percent from the previous year and participant days at the Kensington Club day centers increased by 53 percent.³² This large increase in Kensington Club participation, and subsequent spike in fee-for-service revenue, was due to the opening of a new Kensington Club location. Fee-for-service opportunities have been expanded through new programming more often than they have through changing the structure of existing programs, such as the opening of the new Kensington Club locations.

JCA's fee-for-service opportunities have been carefully crafted as to not allow cost to exclude beneficiaries from a service that they need; due to the nature and structure of JCA's current programs, cost and ability of beneficiaries to pay has been the limiting factor in growing fee-for-service revenue. Staff can use public resources as well as Opportunity Grants, or scholarships donated by supporters, to subsidize costs for those in need.³³

In addition to program fees, the top floor of the JCA headquarters on Parklawn Drive in Rockville, MD serves as a rental property that generates income for the organization. The total rentable space is 29,600 square feet.³⁴ The previous tenant of this space, Nonprofit Village, vacated the rental space at the end of their lease and it is now sitting empty and available for rent. Rental income for JCA was responsible for \$75,000 over the course of five months, or \$15,000

³¹ JCA, *Embrace the Journey, Forty-Third Annual Report*. 2016. Accessed from <https://accessjca.org/wp-content/uploads/2016/11/JCA-43rd-Annual-Report-2016.pdf>

³² Ibid.

³³ Ibid.

³⁴ York, Samuel. *12320 Parklawn Dr.* Loop Net, Long and Foster Division. Accessed at <https://www.loopnet.com/Listing/12320-Parklawn-Dr-Rockville-MD/14394603/> on March 1, 2019.

per month, in income.³⁵ This loss negatively impacts the diversity of JCA funding and the financial sustainability of the organization.

Older Adults and Children: Intergenerational Programs

It has long been acknowledged by experts on senior isolation that one way to alleviate pressure created by the increasing population of older adults, who feel increasingly lonely, is to mobilize seniors through volunteerism and service to others.³⁶ In 1965, the US Office on Aging designed and piloted the first Foster Grandparent program to unite older adults with disadvantaged and/or disabled children for one-on-one mentoring for twenty hours a week. The program also provided seniors a small stipend of \$2.45 per hour and was thought to be a way to help both impoverished older adults and children overcome their circumstances. Much to the surprise of detractors at the time, the program persisted and succeeded beyond imagination; today it is one program of many run under what is known as SeniorCorps.

On April 21, 2009 President Barak Obama signed the Edward M. Kennedy Serve America Act.³⁷ Among other things, this Act increased funding for service opportunities for older adults through the Foster Grandparents and Senior Companions programs, and generally expanded the SeniorCorps program. In 2016, Senior Corps mobilized 270,000 volunteers across the country, providing a financial safety net for impoverished older adults, a solution to isolation by providing those adults with opportunities for interaction and a sense of purpose, and connections to improve the lives of disadvantaged children.³⁸ It is limited, however, in that it is only open to low-income, independent seniors. Despite its limitations SeniorCorps is an example

³⁵ Jewish Council for the Aging, *Jewish Council for the Aging Budget July 1, 2018-June 30, 2019*. July 17, 2018. Accessed from <https://accessjca.org/wp-content/uploads/JCA-Budget-for-FY-2019-Final.pdf>.

³⁶ Freedman, Marc. *The Aging Opportunity: America's Elderly as a Civic Resource*, The American Prospect, November-December 1996. Accessed from <https://prospect.org/article/aging-opportunity-americas-elderly-civic-resource>.

³⁷ Corporation for National and Community Service, *Edward M. Kennedy Serve America Act One Year Later, A New Era of Growth, Innovation, and Impact for National Service*, April 2010, accessed from https://www.nationalservice.gov/sites/default/files/documents/10_0421_saa_implementation.pdf.

³⁸ Fifty Plus Advocate, *Both seniors and children benefit from the Foster Grandparent Program*, February 2, 2016, Fifty Plus Advocate, accessed from <https://www.fiftyplusadvocate.com/2016/02/02/both-seniors-and-children-benefit-from-the-foster-grandparents-program/>.

of a successful attempt to combat senior isolation; a recent study of SeniorCorps impact has shown that volunteering not only keep older adults socially connected to their communities, but it improves health outcomes as well.³⁹

A 2016 study published in the journal *Health & Social Care in the Community* analyzed the effectiveness of six different types of interventions to combat senior isolation and loneliness. Researchers studied the effectiveness of social facilitation, psychological therapies, health and social care, animal interventions, befriending interventions and leisure/skill development interventions.⁴⁰ They found that the most effective methods used more than one style of intervention to achieve success and that all six of these intervention methods were effective in reducing loneliness and social isolation. Because multiple methods were used in most cases studied, it was difficult to determine which was the *most* effective method. However, it was concluded that “productive engagement activities, which may be solitary, are a feature of many successful interventions.”⁴¹ These results validate intergenerational programs, such as SeniorCorps, that work to restore a sense of purpose to the lives of isolated older adults.

Generations United, a leader in intergenerational policy and programs throughout the United States, conducted a study highlighting strategies for success as well as challenges to intergenerational programs. They point out that “research suggests that engagement in high-quality intergenerational programs and meaningful cross-age relationships may decrease social isolation and increase older adults’ sense of belonging, self-esteem and well-being.”⁴² Senior housing facilities are ideal partners for intergenerational programs because they provide

³⁹ Warfield, Samantha Jo. *Volunteering Helps Keep Seniors Health, New Study Suggests*, February 5, 2019, Corporation for National and Community Service, accessed from <https://www.nationalservice.gov/newsroom/press-releases/2019/volunteering-helps-keep-seniors-healthy-new-study-suggests>.

⁴⁰ Gardiner C, Geldenhuys G, Gott M. *Interventions to reduce social isolation and loneliness amongst older people: an integrative review*. Health & Social Care in the Community. 2016

⁴¹ Ibid, 10.

⁴² Henkin, Nancy, Patterson, Taryn, Stone, R. & Butts, Donna. *Intergenerational Programming in Senior Housing: From Promise to Practice*, Generations United, 2017. Accessed from <https://www.gu.org/app/uploads/2018/09/17-Intergenerational-REPORT-Programming-in-Senior-Housing.pdf>, pg 4.

sustainability and allow for long-term partnerships between youth serving organizations and themselves. Those partnerships can then “help expand the social networks of older adults, create meaningful civic engagement opportunities, and build social capital within the broader community.”⁴³

Beyond federally funded volunteer mobilization programs, social entrepreneurs across the country have focused on fighting social isolation and loneliness through intergenerational childcare and early childhood education sites co-located in adult care facilities. These childcare centers benefit older adult care facilities by providing a source of fee-for-service income to the facility, they provide reduced-cost and convenient childcare for employees, and they provide a source of joy and sense of purpose for residents. Shared-site childcare programs are most often seen in adult day centers, assisted living facilities, nursing homes and independent senior housing facilities.⁴⁴ The percentages in the below graph do not equal 100% because many facilities encompass more than one category of site.

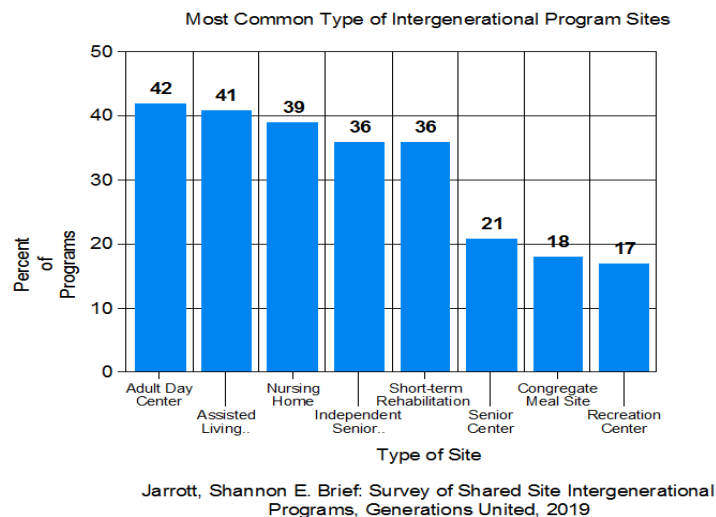


Figure 4. Common Types of Intergenerational Program Sites

An assisted-living facility in Ada, Minnesota took advantage of their town’s need for more affordable childcare facilities and opened a childcare facility serving infants through

⁴³ Ibid.

⁴⁴ Jarrott, Shannon E. *Brief: Survey of Shared-site Intergenerational Programs*, Generations United, 2019, accessed from <https://www.gu.org/app/uploads/2019/01/Intergenerational-Brief-Shared-Site-Survey-Report.pdf>.

children up to age twelve inside of their assisted living facility.⁴⁵ Staff at the facility have noted an increased quality of life for residents and increased empathy for students, and families have benefited from more time with their children due to the convenient location. For some families who have grandparent residents and children enrolled, this arrangement is especially gratifying because it allows grandparents to share experiences with their grandchildren throughout the school day. The main challenges for this program included significant start-up costs and concern over germs and illness spreading between generations.

Attempts to Solve

A report published by Generations United and the Eisner Foundation found that there are at least 100 shared-site, intergenerational childcare centers in the United States.⁴⁶ These programs attempt to create efficiencies in care by simultaneously fighting senior isolation, giving older adults a sense of purpose and filling the need for quality early childhood education.

Little Havana's Rainbow Intergenerational Learning and Childcare Center in Miami is one example of a shared-site preschool that focuses on providing safe, quality intergenerational childcare for low-income families.⁴⁷ It is operated by Little Havana Activities and Nutrition Centers of Dade County, Inc. and was opened in 1984; it has been an intergenerational childcare center since it was founded as it is located next to the Little Havana Senior Center. Similar to Montgomery County today, the organization recognized that they were facing simultaneous challenges of a rising population of impoverished, isolated older adults and young families in need of affordable childcare services. Their goal was to use the "variety of skills, experiences, knowledge and cultural wealth"⁴⁸ of older adults to enrich the lives of children. This is one

⁴⁵ Bienek, Jean Ann. *Nursing Home Hosts Childcare Learning Center*, Rural Health Information Hub, May 15, 2018, accessed from <https://www.ruralhealthinfo.org/project-examples/883>.

⁴⁶ *All in Together, Creating Places Where Young and Old Thrive*. A Report from Generations United and The Eisner Foundation, 2018. Access from <https://www.gu.org/app/uploads/2018/06/SignatureReport-Eisner-All-In-Together.pdf>

⁴⁷ Rainbow Intergenerational Learning Center & Child Care, <http://www.lhanc.org/child-care.html>.

⁴⁸ Ibid.

example of a successful intergenerational program, that focuses on providing services to older adults through a senior center and low-income children through a quality childcare facility.

ONEgeneration is another example of an intergenerational care center that addresses similar challenges to those facing JCA and Montgomery County. They provide adult day care as well as childcare in the same facility, which allows for daily intergenerational interaction.⁴⁹ Their adult day and child care programs account for 42% of their total funding, or \$2,270,764 in revenue during from 2016-2017. Combining their adult day and child care programs creates efficiencies in service delivery and allows for meaningful interaction between generations. One program participant, Wendy age 95, notes “the ONEgeneration Adult Day Care Center is full of life, humor, laughter, and encouragement. It has given me a reason to get up in the morning”.⁵⁰ ONEgeneration is an example of a shared-site day care model that has achieved financial and mission success.

Key Actors: Individuals

Arguably the most important key individuals to consider are fellow members of the Board of Directors; the board is comprised of thirty members and is responsible for making the strategic decisions that guide the organization. JCA CEO David Gamse is a non-voting member of the board.⁵¹ On December 18, 2018 the Board of Directors approved a strategic plan to guide the organization’s decision making from January 1, 2019 – December 31, 2021. In the strategic plan, the board identified continuing expanding “our efforts to increase engagement across generations”, serving “those in need while being financially responsible”, and “diversify and grow our funding sources” as priorities for the next two years.⁵² These strategic priorities indicate

⁴⁹ ONEgeneration 2016-2017 Annual Report, accessed from <http://www.onegeneration.org/wp-content/uploads/2016/02/Final-ONEgen-2016-to-2017-Annual-Report.pdf>.

⁵⁰ Ibid.

⁵¹ JCA, *Leadership*, 2019, accessed from <https://accessjca.org/leadership-staff/>.

⁵² JCA Board of Directors, *Strategic Plan of January 1, 2019 through December 31, 2021*. December 18, 2018. Accessed from <https://accessjca.org/wp-content/uploads/brochure-web-2.pdf>.

that the board would be supportive of creating new fee-for-service programs, especially intergenerational programs.

Other key individuals include the trustees of the organization as well as senior staff, in addition to the CEO; Micki Gordon is the Assistant CEO/Senior Director of Development, Patty Hagen is the Senior Director of the Cahnmann Center for Supportive Services, Stephen Wolk is the Senior Director of Finance and Administration, Harriet Shapiro Block is the Senior Director of the Center for Information Services, and Leah Bradley is the Senior Director of the Heyman Interages Center.⁵³ Beneficiaries are another group of key actors who must be considered in any decision-making process.

Current or potential major donors with an interest in intergenerational programs, senior employment or senior isolation should also be considered. Finally, due to reliance on county funding, county government officials should be considered when making decisions for future JCA programming. Newly elected Montgomery County Executive, and former school teacher, Marc Elrich has listed expanding early-childhood education and creating a more just county for all citizens as priorities for his first term, along with making the county more hospitable to employers; these priorities point to him being supportive of intergenerational early-childhood education.⁵⁴ Elrich has not identified older adults as particular priorities for his administration, which may serve as a threat to JCA's funding and programs if the organization is not adaptable to county priorities.

Key Actors: Institutions

The AARP Foundation, Generations United and the Eisner Foundation are all institutions who are invested in promoting intergenerational programs. Generations United and the Eisner

⁵³ JCA, *45th Annual Report*, October 2018, accessed from <https://accessjca.org/wp-content/uploads/annual-report-web-October-2018.pdf>.

⁵⁴ Barrios, Jennifer. *Elrich promises change, 'more just society' as he becomes Montgomery executive*. December 3, 2018, Washington Post, accessed from https://www.washingtonpost.com/local/md-politics/marc-elrich-to-be-sworn-in-as-montgomery-county-executive/2018/12/02/eee584c8-ecde-11e8-8679-934a2b33be52_story.html?utm_term=.b5ab4abbb998.

Foundation both have a vested interest in both children and older adults, and understand the needs of multiple generations. The AARP Foundation is an industry leader in research on isolation of older adults. They are involved in many efforts to combat isolation, and while they do not have a stated, vested interest in the needs of children they do support programs that bring generations together for mutual benefit.

The Montgomery County Department of Health and Human Services (HHS) is a key government actor; they oversee programs that affect older adults and children. The HHS Early Childhood Services and Early Care and Education Policy both oversee county programs relating to early childhood education. The Early Care and Education Strategic Plan identified high quality of early care from birth in all settings and affordable, accessible early care and education for all children as strategic priorities to guide HHS and the county in the coming years.⁵⁵ While they don't specifically support or speak against intergenerational early care, they are in favor of expanding access to early care and early childhood education. While not under Montgomery County HHS, the Office of Child Care Region 5 in the Maryland State Department of Education is responsible for licensing child care facilities. The Maryland State Child Care Association is a professional association for licensed child care facilities; like HHS their priorities are to ensure affordable, quality early childhood care and education in Maryland.

The Commission on Aging also falls under the county Department of Health and Human Services. The commission's purpose is to serve "as an advocate for the health, safety and well-being of the County's older residents"; while they do not specifically advocate for intergenerational programs they are concerned with the mental and physical health of older adults in the county.⁵⁶ Age-friendly Montgomery is another county initiative that brings together

⁵⁵ *Montgomery County Early Care and Education Strategic Plan 2017, Investments in Our Future*, April 2018, accessed from <https://www.montgomerycountymd.gov/HHS-Program/Resources/Files/CYF%20Docs/ECE%20Strategic%20Plan%202017%20Apr%202018%20update.pdf>.

⁵⁶ *Commission on Aging*, Department of Health and Human Services, accessed on March 1, 2019 from <https://www.montgomerycountymd.gov/HHS-Program/ADS/COA/COAindex.html>.

community leaders to promote the best interests of older adults in Montgomery County. JCA's diverse programs are part of many priorities identified by Age-Friendly Montgomery.⁵⁷

Policy Proposal: JCA Interages Preschool

The Mechanics

The JCA Interages Preschool is a proposed preschool program to be located in the current computer lab on the bottom floor of the JCA Headquarters at 12320 Parklawn Drive in Rockville, MD. It will serve young families with children ages six months through two years in a baby group as well as children ages three through five in a licensed preschool program, and will run off of the Montgomery County Public School Calendar. Success will be measured by the following metrics through program evaluations and financial auditing of the program: improved quality of life for older adult participants, percent of children demonstrating readiness upon entering kindergarten, and a profit from tuition payments within one year of opening.

Children will engage with older adults in intergenerational interactions on a daily basis, with activities curated to foster relationships and a sense of community. The preschool program's curriculum will follow the standards of the play-based early childhood education model, which utilizes classroom centers such as pretend kitchens, blocks, animal figurines, water/sand tables, classroom libraries and more to encourage the development of social and academic skills in children.⁵⁸ These centers, along with additional art and enrichment activities, will be tailored for both child and adult participation and enjoyment. While not all activities will be completed together, the adjacent locations of the Kensington Club Adult Day Center and the preschool on the same floor will make it logistically easier to bring generations together for activities and will allow those interactions to occur naturally throughout the school day. This school will help

⁵⁷ *Age-Friendly Montgomery: A Community for a Lifetime, a Three-Year Action Plan*, Age-Friendly Montgomery, accessed from <https://www.montgomerycountymd.gov/senior/Resources/Files/3-years-action-plan.pdf>.

⁵⁸ Brown, Laura Lewis. "Comparing Preschool Philosophies: Play-Based vs. Academic." *PBS Parents*, accessed on 3/14/19 from <http://www.pbs.org/parents/education/going-to-school/choosing/comparing-preschool-philosophies/>.

accelerate the social development of its students, and will help decrease effects of isolation and loneliness that many people with dementia experience.⁵⁹

Before the preschool program opens, JCA will start a free, weekly, intergenerational baby group for parents/guardians and their babies ages six months through two years of age and adult participants in the Gorlitz Kensington Club. The older adult participants will be given the opportunity to interact with younger children, who will be supervised by their parents, and the parents will get to know more about JCA programs and how their families could interact with the older adults at the Gorlitz Kensington Club. This baby group will serve as a way to recruit families to the preschool program, connect JCA to the young families in the community, gauge interest in the preschool program, and it will eventually act as a feeder program to the preschool.⁶⁰

The third floor of the JCA headquarters is currently vacant, and while this floor could potentially be renovated to fit a robust childcare center, this proposal suggests moving the current computer lab from the bottom floor to the third floor of the building and renovating the current computer lab to fit a mixed-age preschool class. This will limit the growth potential of the Parklawn preschool site, with the size of the room as the limiting factor of growth, but upon success of this center the Interages preschool model could be rolled out to other adult care facilities in Montgomery County. This Parklawn Interages Preschool would hopefully serve as the first location of many in the area. Additionally, moving the computer lab to the third floor will allow the remaining vacant space to be leased out to a new tenant, capturing rental revenue for JCA in addition to the fee-for-service revenue generated by the preschool program.

⁵⁹ “Dementia.” *Social Care Institute for Excellence*, May 2015. Accessed from www.scie.org/uk/dementia/living-with-dementia/difficult-situations/being-withdrawn.asp.

⁶⁰ “Building relationships between the generations: the case of the co-located nursery.” *Apples and Honey Nightingale House and Nightingale Hammerson*, February 2018, https://docs.wixstatic.com/ugd/b14a3d_957175a9f0844aa1b863594b6f64c5b4.pdf, page 11.

Who will implement

This preschool program will engage multiple existing JCA programs to include the Interages Center, the Senior Employment programs, the Transportation program and the Kensington Club Adult Day Center. The Interages Center will run the program; this will require hiring a head teacher in charge of the school and at least one assistant teacher to balance the mandatory ratio of students to teachers. The state requires different ratio's depending on the number and ages of children in the program:

Group Composition	Maximum Group Size	Minimum Staffing Level
Group includes up to five children 3 or 4 years old	30	1 school-age teacher and 1 assistant or aide
Group includes 6 to 9 children 3 or 4 years old	30	1 school-age teacher and 2 assistants or 1 school-age teacher, 1 assistant and 1 aide
Group includes 6 to 9 children 3 or 4 years old	25	1 school-age teacher and 1 assistant or aide
Group includes 10 or more children 3 or 4 years old	20	1 preschool teacher and 1 assistant or aide

Figure 5. Maryland Preschool Class Size vs. Staffing Ratios⁶¹

JCA should anticipate hiring one school-age teacher and one assistant teacher, while understanding that hiring additional assistants or aides may be necessary. The program will be housed under the Interages team because they have existing relationships to county school officials, officials within the child and senior departments of the county Department of Health and Human Services, and they also have experience running intergenerational programs.

The program will work with the staff of the Gorlitz Kensington Club; the Kensington Club (KC) staff will work with the Interages teachers to ensure activities are interesting, accessible and fun for KC participants. JCA provides transportation for KC participants; this transportation service could be utilized by the preschool program for field trips and outings for both KC participants and preschoolers.

⁶¹ *Child Care Centers Staff/Child Ratio Charts*. Maryland Public Schools. Accessed from https://earlychildhood.marylandpublicschools.org/system/files/filedepot/3/staff-child_ratio_chart_-_child_care_centers.pdf.

Finally, JCA's senior employment programs will serve as a feeder for assistant teachers in the preschool class. Adult interns participating in the Senior Community Service Employment Program (SCSEP) will serve as the assistant teachers in the preschool program. JCA is already paying these adults minimum wage to work in community service positions throughout the community, on the job training in the preschool would be valuable experience for SCSEP interns and would bring an added layer of intergenerational relationship building into the classroom for the children.

Costs

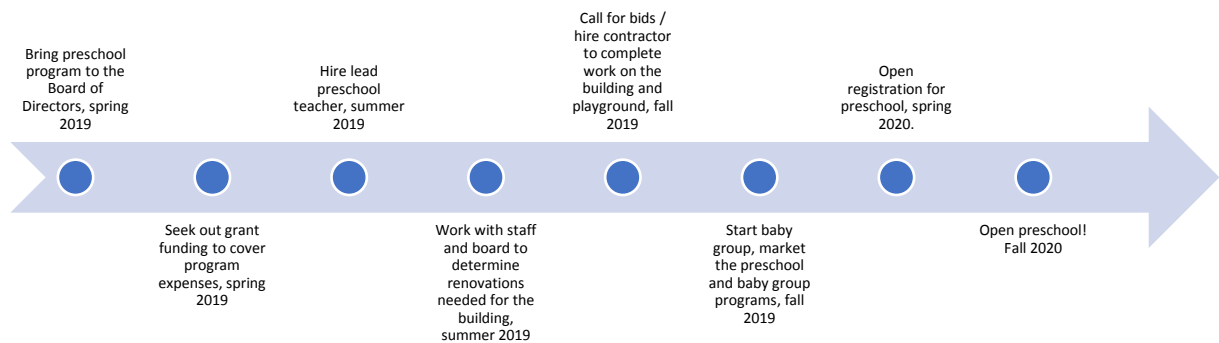
Because the preschool will be a JCA program operating in a building that JCA owns, there will be no rent costs owed. Additionally, there are minimal marginal utility costs for JCA because the utilities are already being used and paid for by the organization regardless of whether this program exists or not. If the assistant teachers were paid for by the SCSEP program, the main operating cost of the preschool is the salary of the lead teacher; the average yearly salary for a preschool teacher in Maryland is \$28,973.⁶²

In addition to the salary of the lead teacher, there would be startup costs associated with this program. JCA will have to remodel the current computer lab, purchase all furniture, toys and equipment necessary, and build an outdoor play space for the children. One estimate found that retrofitting an existing building for a preschool can cost anywhere from \$10,000-\$50,000.⁶³ An estimate of the startup costs for the first year of operation, which includes the lead teacher salary and the highest end of renovation costs, would come in at \$78,973. Those costs could be lower depending on the renovation estimates for the building and playground.

⁶² "Preschool Teacher Salaries in Maryland." *Glassdoor*. February 27, 2019, accessed from https://www.glassdoor.com/Salaries/maryland-preschool-teacher-salary-SRCH_IL.0,8_IS3201_KO9,26.htm.

⁶³ Gardner, Karen. "What is the Cost of Opening a Daycare Center?" *Bizfluent*, November 21, 2018, accessed from <https://bizfluent.com/about-5389966-cost-opening-daycare-center.html>.

Timeframe



Policy Authorization Tool

The policy authorization tool for this program is an affirmative vote by the JCA Board of Directors. This vote to approve the program gives the Interages staff authority to start implementing the program and hire the lead teacher, however, this does not give them total freedom over the program's expenses and direction. Staff will need board approval for any major renovation made on the building, and for any major program expense.

Policy Analysis

The Pros

Creating an intergenerational childcare center as part of the Interages program works towards JCA's mission and newly unveiled strategic priorities; four of the board's six identified priorities are addressed in this program.

The program makes progress towards the priority of continuing "to serve as a leading nonprofit provider of services, programming and advocacy for older adults and their family caregivers"⁶⁴ by supporting families and expanding the network of support for older adults in the community. The childcare center will work to break down barriers that separate and isolate older adults and their caregivers from young families, and breaking down those barriers will create a diverse army of supporters for JCA's programs. Supporters can be engaged in many ways; the Forbes Nonprofit Council suggests nine ways for nonprofits to increase engagement with their

⁶⁴ JCA Board of Directors, *Strategic Plan of January 1, 2019 through December 31, 2021*, Pg. 3.

community: “encourage discussion to forge relationships, participate in local events, be a partner for your community, target the leaders on the ground, use your space to inform your neighbors, leverage the community for knowledge, let ambassadors lead the way, be consistent and get involved, and to create mutually beneficial opportunities”.⁶⁵ This intergenerational childcare center hits every one of these suggestions by creating a space for community members to see first-hand and truly understand the challenges facing JCA beneficiaries, additionally it would help JCA reach those families to encourage action and advocacy on behalf of older adults in the community.

At the same time as the program is drawing support from young families, it could also support the increasing number of “grandfamilies”, or families comprised of grandparents raising grandchildren in Montgomery County. In its most recent reported dated May 2017, the organization Grandfamilies reported that in Maryland 47,399 grandparents are solely responsible for the care of their grandchildren.⁶⁶ This childcare center could target grandfamilies as a way of providing support to older adults caring for grandchildren.

A third group of older adults that the center will positively impact are the SCSEP interns who will gain an early childhood education certification as well as experience working in a childcare center. This sets the interns up to secure employment in another childcare facility at the conclusion of their internship by providing real experience in the early childhood education field.

The second identified priority that this program supports is to “expand our efforts to increase engagement across generations”.⁶⁷ Without a doubt, the purpose of this program is to increase intergenerational interactions in the community by creating a space for children and older adults to come together through natural interactions. This program would create

⁶⁵ Forbes Nonprofit Council Community Voice, *Nine Ways Nonprofits Can Increase Community Engagement*, October 17, 2017, accessed from <https://www.forbes.com/sites/forbesnonprofitcouncil/2017/10/17/nine-ways-nonprofits-can-increase-community-engagement/#64eeea787799>.

⁶⁶ Grandfamilies, “*Grandfacts State Fact Sheets for Grandfamilies, Maryland*”, May 2017, accessed from <https://www.grandfamilies.org/Portals/0/State%20Fact%20Sheets/Grandfamilies-Fact-Sheet-Maryland.pdf>

⁶⁷ JCA Board of Directors, *Strategic Plan of January 1, 2019 through December 31, 2021*, Pg. 3.

opportunities for long-term intergenerational interaction, with the goal of reducing feelings of isolation and loneliness amongst older adult participants and increasing empathy and understanding from children.⁶⁸ One study based in Japan even found that participation in social programs with opportunity for intergenerational interaction with preschoolers helped decrease the rate of cognitive decline of older adult participants.⁶⁹ JCA's opportunity to open a childcare center located in the same physical space as the Kensington Club social day program will make it easier to plan activities that foster real engagement between adults and children to reduce loneliness and potentially even reduce rates of mental decline for participants.

The preschool will also address Montgomery County's crisis of kindergarten readiness. Decades of studies have found that preschool programs are beneficial for all children as a way to increase school readiness, and are especially beneficial for low-income children.⁷⁰ Longitudinal studies have found that children who attended preschool programs were more likely to graduate high school, own their own home, have longer marriages and even earn up to \$2,000 more per month throughout their life than children who did not attend preschool programs.⁷¹ Creating an affordable childcare program geared towards low-income families, grandfamilies, and families of young children in Montgomery County will make progress towards the kindergarten readiness gap as well as changing the perceptions of what children think it means to be "old".

In a survey of children participating in a shared-site preschool program, children were asked a multitude of questions before the program began to gauge effectiveness – the question that revealed effectiveness was "what do old people do".⁷² Before the program began, 50% of children used a positive descriptor to describe what old people do, with 28% responding that they

⁶⁸ Shaw, M. and Konnert, C. *A Pilot Study of the Impact of an Intergenerational Program for Socially Isolated Seniors: Examining LINKages*. Journal of Undergraduate Research in Alberta, 2014, volume four page 54.

⁶⁹ Hikichi, Hiroyuki, K. Kondo, T. Takeda & I. Kawachi. *Social interaction and cognitive decline: Results of a 7-year intervention*. Alzheimer's Dement (NY), January 2017, 3(1): 23-32.

⁷⁰ Sanchez, Claudio. *Pre-K: Decades Worth of Studies, One Strong Message*, nprED, May 3, 2017.

⁷¹ *Early Childhood Education and School Readiness*, National Education Association Policy Brief, access from http://www.nea.org/assets/docs/HE/mf_PB03_EarlyChildhood.pdf on March 28, 2019.

⁷² Holmes, Christine L. *An Intergenerational Program with Benefits*, Early Childhood Education Journal, October 2009, volume 37, issue 2, pp. 113-119.

bought presents and gave hugs to children, 28% responding that they were just poor, ill or ‘hanging around’, 22% saying they drove, sewed, gardened or cooked, and 22% saying they did not know what old people do. At the conclusion of the program, when asked the same question, 100% of the children used a positive descriptor for this question with responses such as ‘they love to sing’, ‘they’re good readers’, ‘they make good playdough cakes’, ‘they tell great stories’, ‘we like the same songs’, and ‘our elderly friends are fun’.⁷³ This program would help form a strong foundation from which children’s perceptions of older adults would be built and developed throughout their lives.

The final two strategic priorities that this program will support are to “serve those in need while being financially responsible” and to “diversify and grow our funding sources”.⁷⁴ This proposal seeks to add a fee-for-service revenue stream to JCA’s funding with limited expenses beyond the initial renovation costs. Families will pay tuition to cover the cost of the program, and any profits will serve as unrestricted revenue for JCA, thus creating a financially responsible program that diversifies and grows funding sources. Tuition prices be set once the program is closer to fruition, however they would only have to cover the salary of one lead teacher, any upfront costs incurred, and any licensing/certification fees. The low overhead of the program would allow the childcare center to charge below market prices that would be accessible to the low-income families who see the greatest benefits. Below is a chart of revenue and expenses from three existing intergenerational childcare facilities in the US:

Facility	Location	Age	Certification?	Revenue	Expenses	Net Income
ONEgeneration ⁷⁵	Van Nuys, CA	6 weeks – 6 years	Yes, NAEYC	2,983,744	2,618,142	365,602

⁷³ Ibid.

⁷⁴ JCA Board of Directors, *Strategic Plan of January 1, 2019 through December 31, 2021*, Pg. 4.

⁷⁵ The Ozurovich Group, Inc. ONEgeneration Audited Financial Statements, 2017. June 30, 2018, accessed from <http://www.onegeneration.org/wp-content/uploads/2019/03/Final-ONEgeneration-6-30-18-FS-report.pdf>.

Robert E. Simon Jr. Childcare Center ⁷⁶	Reston, VA	3 months – 5 years	Yes, NAEYC	1,462,776	1,509,268	(46,492)
Rosa Elena Childcare Center ⁷⁷	San Jose, CA	2 years – 1 st grade	No	Total program revenue: 1,569,158	Childcare program expenses: 257,788	Revenue from childcare center unknown

The organization ONEgeneration is dedicated wholeheartedly to intergenerational programming, with a vision of “communities which embrace healthy aging and child development with families enriched through intergenerational relationships”⁷⁸. The program is bigger than JCA’s would be, but is very well established and is consistently profitable; they have an excellent reputation in their community for their care of children and older adults. Their childcare center shares a site with their adult day center, and the participants in those two programs interact on a daily basis. One parent enthused “my son has been blessed to be able to interact with seniors and developmentally disabled adults (the ‘neighbors’) in a way he wouldn’t otherwise. He calls them all by name, and has his ‘favorites’. They read, play games, do crafts, and break bread. This program removes the stigmas of aging and disability from the mind of the impressionable child.”⁷⁹

The Robert E. Simon Jr. Children’s Center is a childcare facility collocated at the Cameron Glen Care Center; students interact with adults at Cameron Glen as well as adults at

⁷⁶ 2017 Form 990, Robert E Simon Children’s Center Inc, accessed from GuideStar at <https://www.guidestar.org/profile/54-1477461>.

⁷⁷ *Respite & Research for Alzheimer’s Disease Annual Report 2017*. Accessed from <https://static1.squarespace.com/static/5b16cb8131d4dfd3bce9b305/t/5c9d0eda9140b71ebb6b4c30/1553796846621/Annual+Report+2017.pdf> on March 25, 2019.

⁷⁸ ONEgeneration, *About Us*

⁷⁹ R. Sumithra. *Yelp Review of ONEGeneration*, April 27, 2016, accessed from www.yelp.com/biz/onegeneration-adult-daycare-and-childcare-van-nuys.

Sunrise Assisted Living of Reston. While the chart shows a deficit in net income for the children's center, their 990 shows that they faced an increase of \$218,409 in "occupancy" or rent charges from 2016-2017. Without that increased occupancy expense, assuming the rate stayed at the 2016 occupancy rate, the center's total expenses would have been \$1,290,773 and net income would have been \$278,385, a substantial profit. Because JCA's program would be located at the Parklawn headquarters and would not have rental expenses, occupancy charges would not impact JCA's potential income from the program.

The organization Respite and Research for Alzheimer's Disease runs the Rosa Elena Childcare Center as a shared-site with its Alzheimer's Activity Center. These two programs interact throughout the week in music, arts and crafts, gardening, movement, reading and fun activities. One parent explains how their "son seems to be building empathy and a desire to support his grandma. He is respectful of adults and can engage in dialogue with them because of his experience with the grandmas and grandpas."⁸⁰ This program is most similar to JCA's proposed childcare center in size and setup; they served 31 children in 2017 in coordination with their memory adult day center similar to Kensington Club.

The Concerns

While there are many positive aspects to this proposal, there are also several concerns that the board should take into consideration. One of the biggest challenges that the program will face is that the facilities will have to pass the licensing standards of both an adult day center and childcare center for the state of Maryland. While the Kensington Club meets adult day requirements, some Maryland requirements for childcare centers include: 35 square feet of usable space per child enrolled, one drinking/water source accessible to children two and older for every forty children, a diapering area for toddlers with its own hand-washing sink, one toilet and sink for every fifteen children, a phone that remains on premises, at least 75 square feet per child of

⁸⁰ *Respite & Research for Alzheimer's Disease Annual Report 2017.*

outdoor space, and more.⁸¹ The required indoor space will limit the program's capacity of children, however creating an outdoor space will pose the biggest challenge. JCA will have to build an entirely new outdoor playground space, and will have to decide where it will best fit on headquarters property.

Another concern is shared germs and increased sickness when bringing together children and older adults. The childcare center and Kensington Club would have a strict sickness policy, which would prohibit children or adults who were sick from attending the program. Because Kensington Club is also a day program, participants can simply stay home if they are sick to prevent illness from spreading through both populations. Adult participants at the KC are physically independent, and do not need any medical care during their time at the club, so germs and sickness do not pose an imminent threat to club participants. This doesn't mean that germs are not a consideration, however, and cleanliness of facilities and strict enforcement of a sickness policy will be crucial to ensuring safety.

A third concern is that not all Kensington Club participants will enjoy or benefit from their experiences with small children. While some older adults will derive joy and improved mental health from their interactions, some people just won't. There may be adults who are uninterested in the activities, which will ultimately disrupt the current routine of Kensington Club activities. There is a risk that KC staff and participants could be unhappy with the collaboration between the childcare center and the older adults, in which case new adults would need to be recruited for the KC program. In the organizations exemplified above, almost every program has a waitlist for participation as these shared-site centers are still a relatively new and rare program. The possibility that the particular group of older adults at the Kensington Club, made up of around ten members, do not enjoy interacting with young children is one potential risk to JCA.

⁸¹ *Child Care Center Orientation*, Maryland Public Schools, accessed on March 23 from <https://earlychildhood.marylandpublicschools.org/system/files/filedepot/3/childcarecenterorientationnarration.pdf>

A fourth concern is that children will not experience consistent interactions necessary to develop relationships with their neighbors and staff. Utilizing SCSEP interns is a great way to give older adults experience, but rotating interns in and out of the program would not create a consistent atmosphere that the children might need. This might require creating a new SCSEP intern role that lasts throughout the school year instead of rotating the interns out after a couple of months. The nature of the Kensington Club is that as participants' conditions deteriorate they move out of the Kensington Club program and into a medical adult day center such as the Misler Center or to another care facility. Children may experience a sense of loss if their "neighbor" leaves the club, and it's been proven that deep, personal relationships are more powerful than weak connections. The potential for loss of participants coupled with the memory challenges for some participants that will limit the forming of deep relationships are all aspects to consider.

A final concern is that because there is an intergenerational focus, concern for children and adults will be "diluted" and neither generation will receive the best care possible. Although the programs will work together and interact on activities on an almost daily basis, they will remain two separate programs. The Kensington Club staff will remain devoted to the care and needs of older adults in the early to mid-stages of dementia just like the lead teacher and Interages staff will keep the interests of the children in the forefront of their curriculum building and program planning. Kindergarten readiness will be a priority for all students in the school, and though the student's preschool experience may differ from that in their peers in some ways, they will reap benefits of intergenerational understanding and increased socio-emotional development.

Measurement and Context

Success of the program will be judged by two measures of output, students enrolled in the program (number considered successful to be determined by the maximum capacity of the facility) and revenue generated by tuition costs, and by a measure of impact, increased perception of older adults after one year enrolled in the school (determined by surveys). These measures will help the board determine whether the program is meeting its potential as an income generating

program and will also help the board determine whether the children’s perceptions are being changed by their participation.

This program is a feasible way for JCA to meet its strategic priorities, help improve the lives of older adults in the community and contribute to solving the kindergarten readiness crisis in Montgomery County. If successful, real progress could be made towards all three of these goals.

Political Analysis

Popularity

Shared-site childcare programs have broad appeal across the United States, according to Harris Poll conducted by the organizations Generations United and The Eisner Foundation that surveyed people across America. The results are described below:⁸²

Question	Percent of “Yes” responses
If you needed care services, would you prefer a setting with opportunities for intergenerational contact?	85%
If a loved one needed care services, would you prefer a setting with opportunities for intergenerational contact?	86%
Should senior centers create opportunities for intergenerational interaction?	64%
Should schools/universities create opportunities for intergenerational interaction?	62%
Is serving both children and older adults at the same location a good use of resources?	89%
Would you support your tax dollars going towards the creation of a shared-site?	82%

Figure 7. Survey Questions and Results on Shared-Site Programs

⁸² *All in Together, Creating Places Where Young and Old Thrive*. A Report from Generations United and The Eisner Foundation, 2018. Access from <https://www.gu.org/app/uploads/2018/06/SignatureReport-Eisner-All-In-Together.pdf>

This study shows that Americans overwhelmingly support shared-site programs for both themselves and their loved ones, and even believe these types of programs to be an appropriate use of tax dollars. These results are encouraging for a potential JCA shared-site program, especially considering that the Interages Center has already an established intergenerational presence in the community.

The success of current JCA Interages programs in Montgomery County signals that the community would be supportive of a shared-site childcare program. In addition to this, data from the JCA Facebook page suggests that supporters are excited about the concept of shared-site childcare specifically. On April 2, JCA posted an article to its Facebook page titled, “Daycare inside nursing home is big hit in Seattle” with the caption, ““Many people struggle with loneliness, but it can be particularly hard among older adults. One unique daycare model is hoping to change that, by bringing children and seniors together,” reports Chris Welch for WPTV of West Palm Beach, Fl. ‘It’s called the Intergenerational Learning Center, and it’s situated inside the Providence Mount St. Vincent senior care facility in West Seattle. It’s a place where babies as young as 6 weeks old and those approaching centenarian status can help and appreciate each other.’”⁸³ The post received a substantial amount of likes and shares, in the top four of any of the 44 posts since that date as of April 15th, 2019:

Post Topic, Date	Likes	Shares
Death of Olivia de Havilland, 4/5	537	219
Role of Grandparents, 4/7	235	65
Role of Grandparents, 4/3	231	65
Shared-Site Childcare, 4/2	170	61

⁸³ Jewish Council for the Aging (JCA) Facebook post, *Daycare inside nursing home is big hit in Seattle*, posted on April 2, 2018 at 8:22 am.

Sandra Day O'Connor and Alzheimer's, 4/7	147	36
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Figure 8. Top Likes and Shares of Recent JCA Facebook Posts

Three out of the top four most liked and shared articles were about intergenerational relationships, either via shared-site childcare or about the role of grandparents for their grandchildren. Comments of support from the shared-site article include: “Wow! What a great idea!”, “Awesome to teach these kids respect for elders”, “Would love this experience for my little Kingston!”, “Love that idea!”, “Wonderful”, and from Montgomery County Council President Nancy Navarro “I visited this intergenerational center last year, and witnessed the outstanding benefits. **I have included this in our Early Care and Education framework, and hope we can establish/expand similar programs**”. The county has included shared-site programming in their Early Care and Education framework; there is no organization more well suited to provide this type of program in Montgomery County than the JCA Interages Center.

Views of Key Actors

Nancy Navarro has been a champion of early childhood education on the County Council for many years, but the election of former school teacher Marc Elrich as County Executive has prompted a renewed focus on early childhood education funding from the county. On March 7th, 2019 county executives announced a plan to increase access to child-care programs for low-income families, with the goal of reducing disparities in kindergarten readiness for low-income students.⁸⁴ This initiative will be funded from existing resources within the Health and Human Services budget during its first year, with an additional \$7 million in future funding. During its first year, the initiative will recruit 50 small, home-based child-care providers to support and coach as they seek licensing, and in future years county “officials will look to potentially locate

⁸⁴ St. George, Donna. *Md. County launches ambitious child-care and early education program*, The Washington Post, March 7, 2019, accessed from https://www.washingtonpost.com/local/education/md-county-launches-ambitious-child-care-and-early-education-program/2019/03/07/573b8808-4106-11e9-922c-64d6b7840b82_story.html?utm_term=.3be58c09650b

[child-care options] in a variety of settings: commercial spaces, public facilities, faith-based centers and other places. The initiative will be guided by recommendations from a working group.”⁸⁵ This initiative, and the substantial amount of money pledged, makes it clear that the county would be supportive of a shared-site childcare facility with the goal of reducing disparities in kindergarten readiness.

In addition to partnering with childcare centers, the program is also going to bring together organizations with Montgomery College to provide training and degrees in early childhood education. The goal of that partnership will be to graduate more teachers with the skills to operate quality early childhood education programs. JCA may be able to leverage this training and education to benefit SCSEP interns working at the center. As the county council has made it clear that their focus is on early childhood education, creating this program would be one way to ensure that JCA ’s programs remain relevant to council members.

Other key actors include JCA board members, senior staff, and day center participants; these groups are all supportive of Interages programs. Staff, both senior and junior, are supportive of working collaboratively across programs to create new opportunities to benefit older adults. Interages intergenerational programs already work in partnership with JCA’s adult day centers on a monthly basis, where programs bring together homeschool students with older adults at both the Misler Center and the Kensington Club in Rockville. At one such program, Misler Center participant Dr. Bob stated, “I love it when we get to spend time with the kids here. There is just *so much* going on out there, but when we come here with the kids we can just relax”.⁸⁶ This new program would serve as an extension to existing intergenerational programming, and while current programs are embraced by day center staff, staff would need to be aware that a childcare center with daily interaction between adults and children would change the dynamics of the

⁸⁵ Ibid.

⁸⁶ Dr. Bob, Misler Center Participant, personal interview, October 10, 2018

Kensington Club where it would be co-located. JCA does run the risk of staff and participants of the Kensington Club being unhappy with the change.

Funding

As previously stated, this program presents an opportunity for additional funding through the county as part of the initiative to increase access to early childhood education. The County Council President Nancy Navarro voiced support specifically for a shared-site preschool on the JCA Facebook page, and the council is looking for community partners to support in their effort. The program would also bring in fee-for-service revenue through tuition, and would have low expenses beyond the initial renovation investment; fee-for-service revenue would work towards the stated strategic priorities by diversifying funding streams for JCA.

Other grantors that currently support the Interages Center such as the AARP Foundation⁸⁷, Generations United and the Eisner Foundation see shared-site childcare centers as an ideal solution to concurrent challenges of senior isolation and the need for affordable childcare.⁸⁸ Derenda Schubert, Executive Director of Bridge Meadows intergenerational community in Portland, Oregon, found that finding funding for shared-sites can be challenging because funding for child care and funding for care of older adults is siloed. She discovered that it was difficult to find major institutional funders to support both children *and* older adults, and that the way to overcome that difficulty was through government funding.⁸⁹ JCA is lucky to be in the position to not only potentially receive local government support for this project but to also have existing individual and institutional donors of the Interages Center who believe in the potential of intergenerational programs.

Political Cons

⁸⁷ Lewis, Katherine Reynolds. *7 Ways to Build Bonds*, AARP Livable Communities, October 2016.

⁸⁸ *All in Together, Creating Places Where Young and Old Thrive*. A Report from Generations United and The Eisner Foundation.

⁸⁹ *Ibid*, 15.

There are not very many political challenges to this program; it is proven to be popular with county officials, social media supporters, and the general public at large. The biggest risk that JCA will take politically with this proposal is possible donor and beneficiary confusion over JCA focusing on and investing in the needs of children instead of older adults. There may be some supporters who do not agree with investing money and other resources in a childcare facility, and who do not see the value in doing so for older adults. JCA must be prepared to face some supporters who would rather that investment be made solely into the needs of older adults.

Another potential challenge comes from staff. This program would require coordination between the Interages Center, SCSEP staff and the Kensington Club staff; there may be employees who are resistant to this coordination and collaboration. Routines would be changed, and the certain learning curve as program logistics are ironed out could potentially lead to staff frustration. Clear lines of communication between management and staff must be a priority.

Recommendation

It is my recommendation that JCA *should* create the shared-site childcare center laid out in this proposal. As an organization, we have worked tirelessly to establish a reputation as a leading provider for older adults in our region. The aforementioned program would not only further cement that status, but would propel us to the status of community leader by working collaboratively with the county to combat the crisis of kindergarten readiness.

Taking a childcare facility from idea to reality will not be easy. We will be breaking into a completely new field, and we will need to educate ourselves in early childhood education and the needs of preschool aged children. Financially, we will need to invest in renovations to our Parklawn headquarters, ensuring that the building meets the licensing requirements of the state. The biggest identified challenge to this renovation is the need to create an outdoor play space, which will take up space in our parking lot and require creative design to ensure safety of children and drivers. We will need to adjust our SCSEP training programs to train our interns in

early childhood education. We will need to adjust the routine of the Kensington Club to accommodate daily intergenerational interaction. However, while there are many known challenges to this program, and I'm sure many unknown challenges will come up as we work our way towards opening a childcare center, they in no way outweigh the benefits to JCA as an organization, to the older adults we serve, and to the community as a whole.

The two ends of the aging spectrum in our community are on the brink of crisis, and as a community leader we do not have the luxury of inaction. Our youngest children are facing a wildly inequitable kindergarten readiness gap that has the potential to affect them into adulthood, while at the same time the population of older adults in Montgomery County is exploding right along with rates of senior isolation. We are in the position to leverage the power of older adults, both our SCSEP interns and the participants of the Kensington Club, to create a special early childcare education experience for vulnerable children in Montgomery County.

Not only will a shared-site program benefit our beneficiaries, but it will work towards achieving our identified strategic priorities by creating additional opportunities for intergenerational interaction while diversifying funding sources through an additional fee-based program. County officials have made it clear that reducing the kindergarten readiness gap by collaborating with community organizations to establish more opportunities for placement in early childhood education program is a priority; county Council President Nancy Navarro even went as far as to publicly support and call for an intergenerational preschool program on our social media page. Breaking into the field of shared-site programming is a smart way to ensure JCA's programs stay relevant to the county government while providing a unique service to older adults and young families in the community. They are a politically popular way to simultaneously serve the care needs of older adults and the educational needs of children while providing the opportunity for interaction that breaks down barriers separating generations. If successful, this

program could serve as a model for other shared-site programs in Montgomery County and beyond.

As an employee of JCA, I have had the privilege of witnessing the magic in our Interages programs. I've seen older adults who don't partake in any social activities at their respective care centers participate enthusiastically in activities with children; I've seen adults who don't talk or interact with staff form familial bonds with students they form relationships with; I've seen the "Aha" moment when children realize that they really aren't that different from the older adults they used to characterize as fundamentally different from them. This shared-site program is one way to expand that magic, by providing the youngest members of our community an opportunity to benefit from the knowledge, wisdom and love of older adults while restoring a sense of purpose for those older adults. Intergenerational activist Marc Freedman writes, "the needs and assets of the generations fit together like pieces of a jigsaw puzzle."⁹⁰ It should be our role to put the pieces of that puzzle together, for the benefit of ourselves as an organization, our older adult beneficiaries, and our community as a whole.

⁹⁰ Freedman, Marc. *Building Bridges Across the Generational Divide*, The Wall Street Journal, November 1, 2018.

Curriculum Vitae

Meghan L. Fitzgerald was born on August 29, 1990 and grew up in Flemington, New Jersey. She graduated from Dartmouth College with a B.A. in Geography, focused on cultural geography.

While completing her Masters of Public Management with a focus on nonprofit management, she volunteered in her community as a board member for the Children's Hope Initiative, a foundation that funds programs for abused and neglected youth in New Jersey, while staying at home to raise her two young children. During the course of her graduate degree she went back to work as a Program Coordinator for the Jewish Council for the Aging of Greater Washington's Interages Center, where she has been honored to witness the beauty and power of intergenerational programs that bring children and older adults together for mutual benefit.